

11 April 1980

MEMORANDUM FOR: D/NFAC


FROM: Senior Review Panel

SUBJECT: Transmittal of Draft Directive -  
Evaluating of NFAC Production

1. Attached, in draft form for your approval, is a directive from you to the SRP designed to launch the evaluation of NFAC production you have outlined.

2. The draft has been recast to reflect our discussion of 10 April. It is of course subject to any amendment you may wish.

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William Leonhart

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Attachment:  
As stated

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D R A F T

11 April 1980

MEMORANDUM FOR: Senior Review Panel

FROM: Bruce C. Clarke, Jr.  
Director, NFAC

SUBJECT: Survey and Evaluation of NFAC Production,  
1 April 1979 - 31 March 1980

1. Inasmuch as there has been neither a quantitative nor a qualitative evaluation of NFAC production since its establishment, I have decided to have such an evaluation undertaken without delay. Accordingly, I request the Senior Review Panel (SRP) to analyze and evaluate the work of NFAC's production offices, OPA, OER, OSR, OSWR (formerly OSI and OWI) and OGCR, during the period 1 April 1979 - 31 March 1980. The aims of this survey in the first instance should be to determine--at least as a rough approximation--what NFAC has produced over the past year, and, on the basis of this finding, to recommend what further actions, if any, should be undertaken to improve the quality and responsiveness of NFAC production, achieve better intelligence coverage, and align analytical efforts more closely with assigned or perceived priorities. Although the focus will be on the above production offices, I expect the thrust of the principal findings to concern NFAC as a whole.

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2. Specifically, I would like the Panel's evaluation to encompass the following:

a. First Phase

(i) A comprehensive survey and analysis of the production of the individual offices by art forms and subject matter. This survey should also include an evaluation of the management information systems in NFAC and in the production offices.

(ii) An evaluation of the breadth and adequacy of intelligence produced and the appropriateness of art forms used by the several production offices. This evaluation should, in particular, identify gaps and unwarranted duplication, and assess relative resource efforts devoted to various subjects in comparison with assigned or perceived priorities and policy interest.

b. Second Phase

(i) An evaluation of the quality of the production effort, excluding interagency products, the PDB and the NID, but including

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all other forms of finished intelligence and principally concentrating on IAs, IMs, and Research Papers.

(ii) As incident to the foregoing, an appraisal of the quality and effectiveness of the research programs of the several offices for adequacy in sustaining present and planned production, relevance to emerging or longer-range policy problems, and innovational scope in staying abreast of newer or evolving methodologies.

3. The Panel is authorized to call on the Office Directors, the NFAC staff, and established consultants to the Agency for such further information and assistance as they may need to carry out this task. I have asked the PME Staff [ ] and the PPG group [ ] to assist the Panel in this project. Additionally, I will request each of the five Office Directors, most immediately concerned, to notify to the Panel the name of a senior officer to serve with Messrs. [ ] as an Advisory Group to the Panel for the duration of its survey.

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4. I would like the Panel to try to complete Phase I of this evaluation within 60 to 90 days, and, in the light of its findings, to submit a Phase II report, with conclusions and recommendations, to me as soon as possible thereafter.

Bruce Clarke, Jr.

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cc: DCI/DDCI  
DD/NFAC  
C/NIC  
D/OPA  
D/OER  
D/OSR  
D/OSWR  
D/OGCR  
D/OCO  
C/PMES